

Agency Strategic Plan

Department Of Corrections

Agency Mission, Vision, and Values

Mission Statement:

The Department of Corrections enhances public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Agency Vision:

The Virginia Department of Corrections is a model correctional agency and a proven innovative leader in the profession. Virginia is a safer place to live and work because the Department provides appropriate custody, supervision, and programs for offenders through its exemplary services.

The employees of the Department are the cornerstone of the agency. They share a common purpose and a commitment to the highest professional standards and excellence in public service. The Department, through its unwavering commitment to its employees, is a satisfying and rewarding place to work and grow professionally.

Agency Values:

- **Fulfilling**
Doing work that is meaningful, and fulfilling, which contributes to the agency and society.
- **Ethical**
Conforming to high professional, ethical and moral standards of conduct.
- **Achieving**
Contributing to the achievement of the Department's Vision, Mission and Goals.
- **Purposeful**
Demonstrating a commitment to the Department's purpose, the safety of the citizens of Virginia.
- **Balanced**
Balancing the needs of the individual, society and all aspects of the agency.
- **Supportive**
Being team players and supporting one another.

Agency Executive Progress Report

Current Service Performance

The Department of Corrections (DOC) evaluates its service performance by measuring its progress in meeting agency goals. Department of Corrections employees are proud of their contributions to the Commonwealth, and are committed to providing the best for Virginia, as our current service performance demonstrates.

GOAL 1: IMPROVE PUBLIC, EMPLOYEE AND INMATE SAFETY by providing national leadership in public safety, by being a model agency through effective and efficient management, control, and supervision of offenders, and by identifying, implementing and evaluating cost effective, quality programs and services that provide offenders opportunities to demonstrate pro-social behaviors.

•Scope of Responsibility:

-Physical Plant: During 2005 the Department was responsible for maintaining approximately 1,820 buildings that provide approximately 9,800,000 sq. ft. of housing, program and other space for offenders and staff. These state resources are located on approximately 20,000 acres that the Department maintains. In addition, the Department currently leases approximately 704,800 square feet of office and warehouse space for programs and administrative functions.

-Offender Population: As of December 2005, the Department of Corrections was responsible for the supervision of approximately 89,000 state responsible offenders.

Agency Strategic Plan

Department Of Corrections

- Of the approximate 89,000 total state responsible population, Community Corrections is responsible for the supervision and transition of more than 53,000 offenders. This is accomplished through an array of statewide programs including 43 Probation & Parole District Offices, 5 Diversion Centers, 4 Detention Centers, 10 Day Reporting Programs as well as an array of contractual Adult Residential and Transition facilities.
- The Division of Institutions provides custody, medical, treatment and work programs and services to more than approximately 36,000 inmates. A statewide system of 46 facilities (major institutions, field units and work centers) provides these services.
 - Performance in 2005
- Community Corrections
 - Average P&P Officer Workload for FY2005 = 79.6 cases under supervision as well as 128.6 investigations.
 - 72.2% Success Rate for Offenders under supervision (Cases Closed Successfully or still Active on 12/31/05).
 - 409 absconders captured in FY2005.
- Institutional Operations
 - No escapes from secure custody facilities in 2003; one escape in 2004; two escapes in 2005.
 - 9% reduction in aggravated assaults on inmates from 2004 to 2005.
 - 32% reduction in aggravated assaults on staff from 2004 to 2005.
 - 8,400 inmates classified into facilities from reception centers in 2005.
- Employee Safety
 - Workers Compensation losses in 2004 and 2005 are less than half of those in 1993. This performance reflects our improvements in employee safety training and equipment, as well as the maintenance program at each facility and office.
- Facility Services and Programs:
 - Treatment and Mental Health:
 - Inmates were occupied in constructive activities (work, basic education, or rehabilitative programming) an average of 26 hours per week in CY04 and 28 hours per week in CY05.
 - Intensive substance abuse treatment programming was provided to 1,200 inmates in CY04 and 1,285 inmates in CY05 to prepare them to re-enter the community and lead law abiding lives.
 - The recidivism rate for inmates completing substance abuse therapeutic programs is 23.3% in CY04 and has dropped to 7.3% in CY05.
- Ombudsman Services: 13,816 formal inmate grievances processed by Ombudsman Program in 2004. 11,368 formal inmate grievances were processed in 2005.
- Medical Services: In 2005 there were 318,104 medical/ dental sick call service appointments provided to inmates; the average health care cost per inmate was \$3,389 in 2005.
- Agribusiness: \$12.65M in revenue in Agribusiness Program in fiscal year 2005.
- Correctional Enterprises: \$48.8M in total sales in Correctional Enterprises using 1,596 inmates in 30 shops and 20 facilities.
- Food Service and Sanitation:
 - In 2004 and 2005, 100% of DOC's facilities met or exceeded public restaurant sanitation regulations.
 - In 2005, food service staff provided approximately 27,984,000 meals. A 28 day menu cycle is approved by a Registered Dietitian and meets the Recommended Dietary Allowances as defined by the Food and Nutrition Board of the National Academy of Sciences.

Goal 2: IMPROVE EMPLOYEES' AND ORGANIZATIONAL EFFECTIVENESS by recruiting, developing,

Agency Strategic Plan

Department Of Corrections

supporting, and retaining a highly effective workforce which has the highest professional standards and by having the right people in the right place with the right tools at the right time.

- Scope of Responsibility: The Department of Corrections is a large public safety agency with 12,602.5 FTE positions (fiscal year 2005 per Chapter 951) to staff 43 Probation and Parole districts, 30 Major Institutions, 16 Field Units/Work Centers, 4 Detention Centers, 5 Diversion Centers, 3 Regional Offices, an Academy for Staff Development, a Correctional Enterprise operation and the Administrative Headquarters.

- Performance

- Retention of Correctional Officers – In FY 2005, 83.5% of the correctional officers were retained.

- Staff training at the Academy for Staff Development in 2004 increased by 34% over 2003, from 39,593 staff participants to 53,269.

Goal 3: IMPROVE FINANCIAL PERFORMANCE by continually assessing operations to ensure that limited resources are allocated efficiently and effectively and in support of the strategic plan.

- Scope of Responsibility: As of May 2005, the Division of Operations provides custody, medical, mental health, treatment and work programs and services to 31,095 inmates through a statewide system comprised of 30 Major Institutions and 16 Field Units/Work Centers.

- Performance

- Purchasing

- SWAM: In FY05, SWAM purchases equaled 13.06% of total expenditures.

- eVA: 33,357 eVA transactions totaling \$115.47M in FY2004; 35,926 transactions totaling \$129.7M in FY2005.

- During the first five months of FY06 the DGS scorecard indicated the DOC placed 99.98% of its targeted purchases through eVA.

- Prompt Pay: All DOC units finished FY2005 above 95%

Goal 4: IMPROVE COMMUNICATIONS by sharing the Department's Vision, Mission, operations and achievements with our employees, stakeholders, and the public.

- Scope of Responsibility: The Department of Corrections is a large state agency with 12,602.5 employees (fiscal year 2005 per Chapter 951), 80,159 state responsible offenders and thousands of external stakeholders including the Citizens of the Commonwealth, the Victims of Crime, and the Federal, State and Local Public Safety Agencies. While the Department is invisible to most of our stakeholders, our success is dependent upon effective communications with our staff and public safety partners.

- Performance

- Department has initiated internal E-News letter and internal Website to enhance communications with its employees.

- The DOC works with approximately 4,000 volunteers each year that produce close to 100,000 hours of volunteer work per year.

- In fiscal year 2005, Community Corrections spent 139,201 hours of community service through the utilization of offenders and staff from state-wide Diversion and Detention Centers.

- In fiscal year 2005, Division of Institutions has spent 192,765 hours of community service through the utilization of offenders and staff.

- The DOC continues utilizing senior-level staff to communicate with the public at local functions conducted throughout the Commonwealth.

- The Department has an instrumental role in coordinating "Gang Awareness Initiatives" through efforts with State and Local police departments.

- Department utilizes a Public Website for communicating to citizens of the Commonwealth.

Agency Strategic Plan

Department Of Corrections

Productivity

Over the past 10 years the Department of Corrections workload has increased significantly, however the Department has operated very efficiently by reducing costs in real dollars.

- **Workload is Much Higher:** The number of offenders under the supervision and custody of the Department of Corrections has increased significantly since 1995. The inmate population has increased by 32.6% and the community corrections supervision population has increased by 45%.
- **DOC Selected Costs Continue To Rise Without Corresponding Increase In Funding:** The Department faces annual increases in a wide variety of non-personnel costs that have not been offset with a corresponding growth in funding. For example, DOC has had no increase in its funding at existing locations for utilities, leases and gasoline in more than a decade. This has resulted in the Department having to maintain vacancies to offset increases in these costs which could ultimately have a negative public safety impact.

Agency Strategic Plan

Department Of Corrections

Major Initiatives and Related Progress

Workforce: There are three major workforce challenges for the Department of Corrections in the next two to five years.

1. The first is the potential retirements in senior and executive management positions (specifically wardens, superintendents, and P&P Chiefs) and the Executive Team.

The Department has placed additional emphasis on the development of middle and senior managers for the last several years. We will augment the general development of all staff with a specific program to prepare middle managers for senior management positions. The Department of Corrections created a leadership council in August 2004 and empowered it to provide a comprehensive program to enhance the knowledge and skills of selected middle managers. The two week leadership development course was created in partnership with the American Correctional Association. The first class with approximately 33 participants had their first week in January of 2006 and their second week is scheduled in May of 2006. They are currently working on their individual projects. The Department is in the selection process for the second group to go through the course in the second half of this calendar year.

The Department continues to focus on its training for senior managers to assist them not only in providing the leadership and management skills they need in their current positions but also to prepare them to step into the broader and higher Executive team role as positions become available.

2. The second is the staffing of the new and expanded facilities.

The second major challenge for the Department is to staff the expanded facilities at St. Brides and Deerfield and to staff the two new facilities scheduled to be built in Tazewell County near Pocahontas and near Chatham in Pittsylvania County with a third possible facility to be considered in the Mount Rogers Planning District. Below are the facilities with the projected opening dates:

St. Brides Phase II	September 2007
Deerfield Expansion	January 2007
Pocahontas (Tazewell) Prototype I	June 2007
Chatham Prototype II	July 2007

These new facilities will require the hiring of many new employees for the Department. At the same time, it will open many new promotional opportunities for Department staff creating the need to back-fill positions at other locations throughout the agency.

The Department has experience opening multiple facilities at the same time. This experience will help us develop the plans necessary for the recruitment, selection, and training of new and replacement staff throughout the Department.

3. The third is to be able to offer a level of compensation that will attract and retain a high quality workforce.

The third challenge is for the Department to be able to offer the beginning salaries necessary to attract a highly qualified and skilled workforce and to provide increases in salary that will recognize the contributions of employees and the service they provide for the Commonwealth. Salary compression is an issue for our employees. Many older employees are compensated at a rate similar to much more junior employees. Employees have accepted employment believing that there will be salary progression during their tenure and this has not been the case. Our first line Corrections Officers are not compensated equally to many deputy sheriffs throughout the Commonwealth. This could cause recruitment and retention issues for the Department. However, raising hiring ranges is only part of the issue because it will exacerbate the salary

Agency Strategic Plan

Department Of Corrections

compression issue if we do not or cannot make other adjustments.

Technology: - (Virginia CORIS – Formerly Offender Management System) The transition of the Department's database technologies from 1980's to current functionality remains a critical initiative. When completed, Virginia CORIS will improve efficiency and effectiveness throughout the agency.

- Existing resources allow for the replacement of the current offender time computation system. However, no funds have been allocated to complete integrated information systems for the Divisions of Institutions and Community Corrections to replace stand-alone legacy systems that are nearly 30-years old.

Prison Rape Elimination Act: The Federal Prison Rape Elimination Act of 2003 calls for the gathering of national statistics about the problem; the development of guidelines for states about how to address prisoner rape; the creation of a review panel to hold annual hearings; and the provision of grants to states to combat the problem.

- The Department of Corrections is currently unable to quantify the fiscal impact of this Federal legislation. It is anticipated training efforts for staff to comply with this act will be extensive, as well as information that will have to be communicated to offenders. Requirements could begin as early as FY06.

- The impact of failing to comply could have serious consequences on overall grant funding received by the Commonwealth.

Virginia Ranking and Trends

Accreditation: The Department of Corrections is recognized as a national leader in providing public safety services as demonstrated by the accreditation of Department facilities and programs by national professional organizations such as the American Correctional Association and the Joint Commission on Accreditation of Healthcare Organizations. At this time the American Correctional Association has accredited all Community Corrections Probation and Parole District Offices, one Detention Center, one Day Reporting Center, fifteen (15) Major Correctional Institutions (including the Correctional Enterprises shops) and the Academy for Staff Development.

National Comparisons: The Corrections Yearbook, a recognized national reference for comparative statistics, has ranked Virginia as a consistent leader in fewest escapes and fewest serious assaults among state correctional agencies.

Customer Trends and Coverage

All 7.5 million Citizens of Virginia are recipients of public safety services provided by the Department of Corrections. Community Corrections provides statewide offender supervision and transition services through the Probation and Parole District Offices and special programs. Institutional Operations provides secure custody through correctional facilities located in each of three regions.

Agency Strategic Plan

Department Of Corrections

Future Direction, Expectations, and Priorities

During the coming biennium, the Department of Corrections will continue to evolve into:

- A Department that is proactive and driven by a strategic plan
- A Department that is accountable for performance at all levels of the organization as measured by quantitative indicators and targets
- A Department that is prepared for an increasing workload
- A Department with an integrated, user friendly information system that replaces legacy systems and provides OMS needs
- A Department that influences recidivism in a positive direction through effective treatment and re-entry programs
- A Department with a decision process that allocates resources based on effective program evaluation and strategic direction
- A Department that enhances effective two-way communications both laterally and vertically throughout the organization
- A Department that works toward fulfillment of employee potential and increased employee satisfaction as measured through an employee satisfaction index
- A Department that prepares future leaders through a succession planning program that develops managerial and executive skills
- A Department that encourages cohesiveness, cooperation, and progressive thought; requires use of best practices and rewards risk-taking
- A Department that is fiscally responsible, maximizing efficiency while maintaining a high level of effectiveness

The strategic plan provides a basis for decision-making and brings the Department into focus. With a clear vision of where we want to be and a plan to get us there, the Department will achieve consistently higher levels of performance.

Priorities:

- Attracting, Developing, Supporting, and Retaining Employees
- Ensuring On-going Security Enhancements and Staff Safety
- Improving Technology Resources, Management and Utilization
- Providing Effective Offender Management and Programming
- Improving Communications
- Improving Resource Planning and Allocation

Agency Strategic Plan

Department Of Corrections

Impediments

Issues Affecting Efforts to improve public, employee and inmate safety:

- Crowding Levels in Institutions: The level of double bunking ranges from 120% at level 6 facilities to 224% at female facilities. The average level of double bunking across all facilities is 164%. Facility Crowding Increases Maintenance Costs, takes a toll on infrastructure and Limits Resource Lifespans.

- P&P Officer Caseload: The Department continues to address the Community Corrections caseload annual growth of approximately four percent. The Department is attempting to maintain 70 cases per officer (consistent with the funding provided in the 2004 General Assembly Session).

- Medical Services: Cost increases are anticipated due to continued inflation of medical costs.

- Security Threat Group Funding: DOC recognized the need to identify and track offenders affiliated with threat groups (e.g. terrorists, gangs, hate groups, etc.). Other State and local agencies received financial assistance, yet in FY05, the DOC absorbed an annual investment and continues to play a pivotal role in coordinating gang control initiatives while taking a leadership role in initiating the awareness of gang threat activity across the Commonwealth.

- Facility Operational Costs: DOC's annual cost of operations rises for a wide variety of mandated line items (utilities, fuel, rent, payment-in-lieu of taxes, etc.) yet receives limited funding to relieve these growing liabilities. This puts DOC in the position of keeping critical positions vacant to absorb these unfunded expenses.

- Start-up and Operational Costs for New and Expanded Institutions: During the next biennium, DOC anticipates some start-up as well as initial operating budget requirements for:

- St. Brides Phase II
- Deerfield Expansion
- Tazewell Medium Security Prototype I
- Chatham Medium Security Prototype II

Issues Affecting Efforts to improve employees' and organizational effectiveness:

- VALORS: During the prior legislative sessions, DOC encouraged language changes that would have provided VALORS benefits to Wardens, Assistant Wardens, Superintendents and Investigators. Unfortunately, this language adjustment has not been approved.

- Compensation for Correctional Staff

- The Appropriations Act provided enhanced compensation for Sheriffs, Deputy Sheriffs and Regional Jail Officers (4.82% versus 3%) effective 12/04.

- DOC is currently placed at a disadvantage in continuing to retain and recruit qualified staff.

- Compensation disparities send the wrong message to DOC Correctional Staff.

- DOC continues to believe this compensation inequity needs to be addressed to ensure continued recruitment and retention of qualified personnel as our existing facility managers continue to age.

- The proximity of Coffeewood Correctional Center and other DOC facilities to Northern Virginia has placed the Department at a disadvantage when recruiting and retaining staff due to the higher salaries available from other employment opportunities.

- The failure to provide salary increases in several years and only across-the-board increases in others has caused salary compression issues where long-term employees are receiving similar salaries to new employees.

Agency Strategic Plan

Department Of Corrections

Agency Background Information

Statutory Authority

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Customer Base:

Customer Description	Served	Potential
Citizens of the Commonwealth.	7,500,000	7,500,000

Anticipated Changes In Agency Customer Base:

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Listed below are both projected changes in DOC's inmate population as well as changes to the offender population under Community supervision.

- The populations of the urban areas of Virginia have increased by approximately 5% to over 10% over the past 4 years. This rate of growth is expected to continue. The growth in Virginia's population and economy is expected to impact the Department's workload.
- Institutional Operations: The state responsible population forecast published by the Secretary of Public Safety outlines the anticipated growth in the Department's workload. The average annual rate of growth from 2001 – 2005 was 2.7%. The average annual growth for 2006 – 2010 is expected to be 2.0%.
- Community Corrections: The community corrections workload has increased at an average annual rate of 4.1% from 1997 through 2004. Workload growth since 2000 has averaged 6% annually. If the 7 year average growth continues (4.1%) into the future, the community corrections workload will increase to approximately 61,000 in 2010.

Agency Products and Services:

Current Products and Services

The Department of Corrections (DOC) provides a wide variety of products and services throughout its many units (i.e. Virginia Correctional Enterprises and the Department's Agribusiness Operations, etc.). However, the DOC's primary service is the administration and operation of correctional institutions and community facilities to ensure the control and supervision of offenders to include the management and coordination of programs and services for offenders once they are released out into the Community.

Factors Impacting Agency Products and Services

Crime Rates, Sentencing/ Releasing Practices, Legislation, Judicial and Correctional Resources.

Anticipated Changes in Agency Products and Services

Increases in offender populations are expected (i.e. Institutions' is expanding two existing facilities and two new facilities have been authorized for construction, while Community Corrections caseload is anticipated to continue to grow at a rate of 4% per year.

Agency Strategic Plan

Department Of Corrections

Agency Financial Resources Summary:

The majority of the Department of Corrections' funding comes from general fund dollar (93%), special funding (7%) created primarily from revenue generated from Virginia Correctional Enterprises' sale of products and services. Note: Funding allocations are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$897,010,966	\$66,961,190	\$942,397,833	\$68,961,190
Changes To Base	\$0	\$0	\$0	\$0
AGENCY TOTAL	\$897,010,966	\$66,961,190	\$942,397,833	\$68,961,190

Agency Human Resources Summary:

Human Resources Overview

The Department of Corrections is a large public safety agency with 12,602.5 FTE positions (fiscal year 2005 per Chapter 951) to man 43 Probation and Parole districts, 30 Major Institutions, 16 Field Units/Work Centers, 4 Detention Centers, 5 Diversion Centers, 3 Regional Offices, an Academy for Staff Development, a Correctional Enterprise operation and an administrative headquarters. Geographically the Department of Corrections provides a wide range of services from community supervision to the highest level of secure (level 6) incarceration throughout the Commonwealth of Virginia from the Chesapeake Bay to Bristol, from the North Carolina border to the Shenandoah Valley and Northern Virginia.

Full-Time Equivalent (FTE) Position Summary

Effective Date:	7/1/2006
Total Authorized Position level	13737.5
Vacant Positions	941.5
Non-Classified (Filled).....	167
Full-Time Classified (Filled)	12796
Part-Time Classified (Filled)	18
Faculty (Filled)	0
Wage	296
Contract Employees	401
Total Human Resource Level	13678

Factors Impacting Human Resources

There are three major workforce challenges for the Department of Corrections in the next two to five years.

1. The first is the potential retirements in senior and executive management positions (specifically wardens, superintendents, and P&P Chiefs) and the Executive Team.

The Department has placed additional emphasis on the development of middle and senior managers for the last several years. We will augment the general development of all staff with a specific program to prepare middle managers for senior management positions. The Department of Corrections created a leadership council in August 2004 and empowered it to provide a comprehensive program to enhance

Agency Strategic Plan

Department Of Corrections

the knowledge and skills of selected middle managers to prepare them for the next level of management.

The Department continues to focus on its training for senior managers to assist them not only in providing the leadership and management skills they need in their current positions but also to prepare them to step into the broader and higher Executive team role as positions become available.

2. The second is the staffing of the new and expanded facilities.

The second major challenge for the Department is to staff the expanded facilities at St. Brides and Deerfield and to staff the two new facilities scheduled to be built in Tazewell County near Pocahontas and near Chatham in Pittsylvania County with a third possible facility to be considered in the Mount Rogers Planning District. Below are the facilities and the projected opening dates:

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These new facilities will require the hiring of many new employees for the Department. At the same time, it will open many new promotional opportunities for Department staff creating the need to back-fill positions at other locations throughout the agency. Depending on the actual dates of opening, the Department will have to adjust and improvise in order to have all the new staff trained and ready to supervise inmates in the new and expanded facilities.

Fortunately, the Department has experience in opening multiple facilities at the same time. This experience will help us develop the plans necessary for the recruitment, selection, and training of new and replacement staff throughout the Department.

3. The third is to be able to offer a level of compensation that will attract and retain a high quality workforce.

The third challenge is for the Department to be able to offer the beginning salaries necessary to attract a highly qualified and skilled workforce and to provide increases in salary that will recognize the contributions of employees and the service they provide for the Commonwealth. Salary compression is an issue for our employees. Many older employees are compensated at a rate similar to much more junior employees. Employees have accepted employment believing that there will be salary progression during their tenure and this has not been the case. Our first line Corrections Officers are not compensated equally to many deputy sheriffs throughout the Commonwealth. Our Probation Officers also receive lower salaries than comparable local government positions. This could cause recruitment and retention issues for the Department. However, raising hiring ranges is only part of the issue because it will exacerbate the salary compression issue if we do not or cannot make other adjustments.

Anticipated Changes in Human Resources

New facilities and expansion projects will require the hiring and training of a highly qualified and skilled workforce.

Agency Information Technology Summary:

Current State / Issues

The core mission of the Virginia Department of Corrections is the supervision of offenders in the community as well as in facilities. The several software applications that support this mission are old, are not integrated, and are becoming more difficult and costly to support. Most of these legacy applications

Agency Strategic Plan

Department Of Corrections

were built in-house over the last 30 years. In March 2006 the Department completed the first phase of a major project (VirginiaCORIS) to replace those legacy applications with a single, integrated, current technology application. The staff in the Department's Corrections Technology Services Unit (CTSU) is primarily assigned to support and maintain these legacy applications. The CTSU has recently been charged with the responsibility to act as the clearinghouse for all DOC technology initiatives, including those impacting operational issues.

The Financial, Human Resources, Manufacturing, and other administrative areas of the Department are under served in IT. There is no ERP application in place to support these areas of the Department. Staff inefficiently enters redundant data in multiple applications; many business processes are handled in a manual fashion; and management has insufficient real time access to quality data for essential decision making functions

Factor Impacting Information Technology

On September 25, 2004 the Department transferred 58 employees, our network infrastructure, and associated contracts to the new VITA agency. This staff maintains and supports the network infrastructure on which most of the Department's IT services run. VITA is currently finalizing the out sourcing of network management. This creates a level of uncertainty regarding the services provided by VITA. The real impact of this pending transformation is unknown.

Over the last 10 years the Department has provided its employees a robust network with high capability for supporting software applications and moving data. Those employees are anxious to leverage the power of this network, creating internal pressure to enhance software applications and automate current manual business processes.

Homeland security issues and law enforcement activities are creating additional pressures for sharing information between agencies at all levels of government. This requires work on standardizing infrastructure, databases, and data exchange standards.

The CTSU staff is being required to develop new skill sets to operate in the new environment; this increases training demands and creates new recruitment/retention issues.

Anticipated Changes / Desired State

The VirginiaCORIS Project is providing enhanced functionality for offender management and give the Department a platform that can grow with the unpredictable demands of the future. The standard database will enable data sharing that was not easy to provide in the past.

The Department has a critical need for two new major IT projects. 1. An agency wide ERP solution for Human Resources Management and Financial Systems. 2. An Electronic Records Management system to eliminate paper offender files in local facilities/offices and central headquarters.

All of these projects require necessary appropriations.

Agency Strategic Plan

Department Of Corrections

Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$7,941,800	\$0	\$7,100,600	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Major IT Procurements	\$14,400,000	\$0	\$14,400,000	\$0
Non-Major IT Procurements	\$0	\$0	\$0	\$0
Totals	\$22,341,800	\$0	\$21,500,600	\$0

Agency Capital Investments Summary:

Current State / Issues

The Department's current capital investment portfolio includes 16 Work Centers and Field Units, 31 major facilities and 9 DOC owned community corrections facilities, representing approximately 1,820 buildings containing approximately 9.8 million square feet of Department-owned space.

- One of the major facilities, Wallens Ridge State Prison, is owned by the Big Stone Gap Redevelopment and Housing Authority and will be conveyed to the State upon repayment of the bonds.
- The Administrative Headquarters, the VCE Headquarters and Distribution Center, and the Agribusiness Farmer's Market and Distribution Center in Jarratt are both housed in capital leased space. (Other activities such as probation and parole offices are in leased space, considered operating leases.)
- The total appropriation for capital and maintenance reserve projects (excluding bed space construction) for the 2004 biennium was \$22,273,000.
- Funding for 2 new major facilities, the expansion of 1 major facility (Deerfield), and the completion of 1 replacement facility (St. Brides) was authorized in 2004 with a total appropriation of \$196,581,000.
- Capital expenditures for all capital and maintenance reserve projects, including bed space construction, have ranged from \$9.5 million to \$148 million per fiscal year since 1995, with an average of \$45 million in expenditures per fiscal year.
- Funding for 2 new major facilities was requested in the 2006 biennium, totaling \$172,424,000.
- In the 2006 six-year plan, a total of 308 capital and maintenance reserve projects (excluding bed space construction) with an estimated cost of \$503,307,000 were requested. The projects fall into the categories of security, roofing, electrical/mechanical, building additions and demolitions, site, and environmental.

Agency Strategic Plan

Department Of Corrections

Factors Impacting Capital Investments

- Obtaining funding for new prison construction in order to keep up with the need for bed space to house State Responsible offenders is an ongoing issue.
- External factors related to new prisons sites, such as public opinion, obtaining approval of local governing bodies, and finding good building sites complicate and lengthen the process of adding beds.
- Many facilities are old and some are exceeding their useful lives. Facility Condition Assessments are being performed and in some cases replacement rather than repair may be indicated. Funding and the need for adding new bed space limit the Department's ability to implement any replacement plans.
- Capital and maintenance reserve projects are requested for owned facilities on an on-going basis in an effort to keep up with maintenance needs. Funding and staffing limit the ability to keep up with repair and maintenance demands, resulting in faster deterioration of facilities.

Capital Investment Alignment

The Department's capital investment program aligns with the agency's mission by providing safe and secure work sites that protect staff, offenders, and the public. These investments align with Virginia's long-term objective to protect the public's safety and security.

Agency Goals

Goal #1:

Improve public, employee and inmate safety.

Goal Summary and Alignment:

Improve public, employee and inmate safety by providing national leadership in public safety, by being a model agency through effective and efficient management, control, and supervision of offenders, and by identifying, implementing and evaluating cost effective, quality programs and services that provide offenders opportunities to demonstrate pro-social behaviors.

Statewide Goals Supported by Goal #1

- Protect the public's safety and security, ensuring a fair and effective system of justice and provide a prepared response to emergencies and disasters of all kinds.

Objectives For Goal #1

Objective 1.

Goal #2:

Improve employees' and organizational effectiveness.

Goal Summary and Alignment:

Improve employees' and organizational effectiveness by recruiting, developing, supporting, and retaining a highly effective workforce which has the highest professional standards and by having the right people in the right place with the right tools at the right time.

Statewide Goals Supported by Goal #2

- Be recognized as the best-managed state in the nation.

Agency Strategic Plan

Department Of Corrections

Goal #3:

Improve financial performance.

Goal Summary and Alignment:

Improve financial performance by continually assessing operations to ensure that limited resources are allocated efficiently and effectively and in support of the strategic plan.

Statewide Goals Supported by Goal #3

- Be recognized as the best-managed state in the nation.

Goal #4:

Improve communications.

Goal Summary and Alignment:

Improve communications by sharing the Department's vision, mission, operations and achievements with our employees, stakeholders, and the public.

Statewide Goals Supported by Goal #4

- Be recognized as the best-managed state in the nation.